

**Iowa Board of Regents Initial Data Request**  
*Efficiency and Transformation Review*

The following list is a preliminary data request provided by Deloitte Consulting for the engagement to assist the Iowa Board of Regents (BoR) with the Efficiency and Transformation Review. This reflects the primary data request for Phase I. Iowa BoR should consider this both a preliminary list and a "wish list." Ongoing conversations and data review will lead to more refined and targeted requests. We also anticipate that select requests may not be readily available. Where data is not accessible, we will work with Iowa BoR to identify alternate data and/or approaches.

The data request list outlined below pertains to relevant information related to the University of Northern Iowa, University of Iowa, and Iowa State. It also includes any Board of Regents documentation that pertains to all three universities.

Please provide the requested data by March 21st to allow sufficient time for review prior to campus visits. Data can be provided as it is available.

*Note: Deloitte requests that financial and transactional data be provided in .xls or .csv format, or alternative database formats, whenever possible*

Data Request List:

Data Request	Submitted (Y/N)	N/A or Limited	Comments
<b>General</b>			
1 Prior assessments or reviews of in scope areas			
<b>Human Resources</b>			
1 Overview of core services provided			
2 List and overview of all technology tools used to support the work of the function			
3 List / description of key metrics currently tracked, with example reports provided			
4 Policies and procedures			
5 List and description of governance structures in place (relevant committees, etc.)			
6 List of decentralized personnel (if any). Include departments to which they report			
7 List of recent process improvement projects			
8 Description of shared services provided (if applicable)			
9 Process flows or diagrams			
10 University employee roster(s), including position title, department, and salary (Excluding name and employee ID)			
11 Relevant information related to activity of Unions			
12 List of external vendors used and services they provide			
13 Payroll volume data (number of employees served, number of payrolls processed, breakdown of payroll payment method, number of off-cycle checks etc.)			
14 Volume data on personnel action forms			
15 Number of I-9s (Employment Eligibility Verification) processed			
16 Breakdown of HR FTEs and the associated functions they support (including spans of control)			
17 Costs to support HR technology-related systems by function (e.g. transaction processing, rewards administration, talent management and administration, strategy and program design)			
18 Benefits - number of participants and eligible lives covered			
19 Recruitment - number of hires			
20 Total time to fill (Exempt)			
21 Total time to fill (Non-Exempt)			
22 Average Acceptance Rate			
23 Labor union agreements			
24 Outsourcing costs by function, if any (e.g. transaction processing, rewards administration, talent management and administration, strategy and program design)			
25 Labor costs by function (e.g. transaction processing, rewards administration, talent management and administration, strategy and program design)			
26 Other costs by function (e.g. transaction processing, rewards administration, talent management and administration, strategy and program design)			
27 HR strategic plans			

Data Request	Submitted (Y/N)	N/A or Limited	Comments
<b>Student Services/Academic Support Programs</b>			
1 Overview of core services provided			
2 List and overview of all technology tools used to support the work of the function			
3 List / description of key metrics currently tracked, with example reports provided			
4 Policies and procedures			
5 List and description of governance structures in place (relevant committees, etc.)			
6 List of decentralized personnel (if any). Include departments to which they report.			
7 List of recent process improvement projects			
8 Description of shared services provided (if applicable) - or any information on how student service functions between universities interact (if at all)			
9 Existing process flows or diagrams			
10 Financial aid data, including: average student debt upon graduation, % of students served, % of gift aid recipients, % of loan recipients, % of students employed by institution, average need not met by financial aid accepted			
11 Satisfaction of financial aid services and educational opportunities (e.g. customer service survey results)			
12 Career counseling data, including: data on cooperative education and internships, number of mock interviews, employers at fairs, on-campus interviews, % of students employed post-graduation, % of students attending graduate/professional school post-graduation			
13 A/R Data, including: % breakdown on how student payments are received (e.g., internet, bank wire, lockbox, etc.), data on A/R outstanding			
14 Audit results for compliance with state and federal regulations			
15 % of Credit balances paid to students by credit disbursement methods (e.g. paper checks, direct deposit)			
16 Registrar data, including: processing time for data requests, student satisfaction survey results			
17 Number of students supported per staff member			
18 Information on how students interact with student services. Are functions centrally located? Where are the walk up centers?			
19 List of external vendors used and services they provide			
21 Organizational charts for this area			
<b>Marketing &amp; Advertising</b>			
1 Overview of core services provided			
2 List and overview of all technology tools used to support the work of the function			
3 List / description of key metrics currently tracked, with example reports provided			
4 Policies and procedures			
5 List and description of governance structures in place (relevant committees, etc.)			
6 List of decentralized personnel (if any). Include departments to which they report.			
7 List of recent process improvement projects			
8 Results from brand awareness surveys			
9 Data on website visits (cost per click)			
10 Data on return on marketing investment			
11 List of external vendors used and services they provide			
12 List of all printed publications developed and brief description			
13 Organizational charts for this area			

Data Request	Submitted (Y/N)	N/A or Limited	Comments
<b>Information Technology</b>			
<b><u>IT Overview</u></b>			
1 Overview of core IT services provided			
2 Overview of current IT Strategy and Roadmap			
3 Inventory of software, hardware and external service vendors used by IT, with brief description			
4 List / description of key IT performance metrics currently tracked, with example reports provided (e.g. up-time, MTTR etc.)			
<b><u>IT Organization and Financials Overview</u></b>			
5 IT operating and capital budget for current year and previous two years, with next level of breakdown into expense heads like labor, contractor, license spend etc.			
6 IT organizational structure (solid and dotted lines) with summary of staff / contractors by location, and high-level function			
7 List of decentralized IT personnel (if any). Include departments to which they report.			
8 Resources: IT headcount and costs by resource type, role, and location			
9 EDUCAUSE Results (if applicable)			
<b><u>IT Governance and Project Portfolio</u></b>			
10 Listing and description of IT governance structures in place (relevant decision committees, PMO structure, PPM tool etc.)			
11 Inventory and costs for all open IT projects (including capital and expense projects)			
12 Available documentation on IT policies and procedures			
13 List of recent process improvement projects			
14 Description of current key IT operational processes within the organization (e.g. strategic planning, incident mgmt., performance mgmt. etc.)			
15 IT program and projects scorecard for existing projects			
<b><u>Business Process Support / Systems</u></b>			
16 Applications / Systems / tools inventory by key functional areas (Student Admin, HR, Finance, IT, etc.)			
17 Annual costs for applications software (both custom developed and packages) (Aka TCO)			
18 Software License Inventory: License and cost information for software products used			
19 Inventory of software, hardware and external service vendors used by IT, with brief description			
20 High-level applications architecture diagram(s)			
<b><u>Infrastructure and Operations</u></b>			
21 Overview of infrastructure service delivery (Service delivery model (local, shared service, COE) and resourcing strategy (in-house, 3rd party contract, outsourced) for IT Infrastructure			
22 High-level landscape details like location, capacity and availability of business-critical infrastructure components like data centers, servers, storage, WANs etc.			
23 Information on IT sourcing strategy, including an overview of procurement and asset management processes			
24 Listing of IT help desks including function, location, and key metrics - e.g. # of problem tickets, # of incidents etc.			

Data Request	Submitted (Y/N)	N/A or Limited	Comments
<b>Finance &amp; Administration</b>			
1 Overview of core services provided			
2 Organizational charts for all departments, including FTE counts			
3 List and overview of all technology tools used to support the work of Finance			
4 Costs to support finance technology-related systems by function (e.g. transaction processing, budgeting, accounts payable)			
5 Existing Chart of Accounts Structure and Values (i.e., Natural Accounts, Profit Centers, Cost Centers) along with descriptions and definitions			
6 Department level budgets for finance (line-item, including FTEs) for FY 13 and FY 14			
7 Standard monthly closing schedule(s)/ calendar(s) that may exist across the enterprise including roles and responsibilities			
8 Journal entry documentation including the following:			
- Journal entry template			
- Journal entry guidelines/process documentation			
- Sample completed journal entry including supporting documentation			
- Journal Entry approval matrix			
9 List of standard Closing journal entries both manual and automated by Category (e.g., Accruals, Adjustments, etc.)			
10 List / description of key metrics currently tracked, with example reports provided			
11 Policies and procedures for key processes, including AP, Budgeting, Forecasting, and Journal Entry			
12 List and description of governance structures in place (relevant committees, etc.)			
13 List of decentralized personnel (if any). Include departments to which they report.			
14 List of recent process improvement projects			
15 Description of shared services provided (if applicable)			
16 Existing process flows or diagrams			
17 Annual Budgeting Manual			
18 Overview of budget funding model (central, RCM, etc.)			
19 Risk management data, including: Property & Casualty Schedule of Insurance, Insurance Brokerage Service Agreement(s), and Exposure Information			
20 Recent finance strategic plans or assessments			
<b>Sourcing and Procurement</b>			
1 All accounts Payable transactions for FY 2013 and year-to-date FY2014			
2 All Purchase order transaction-level data for FY2013 and year-to-date FY2014 (including any time stamps measuring the Requisition to Purchase Order cycle times)			
3 All transaction-level procurement card data (level III if available) for FY2013 and year-to-date FY2014			
4 All transaction-level travel and entertainment card data (level III if available) for FY2013 and year-to-date FY2014			
5 Savings tracking reports for savings in FY2013 and year-to-date FY2014			
6 Any previous spend analysis conducted within the last two fiscal years			
7 Contracts database containing all known supplier contracts (electronic or paper)			
8 Supplier Prompt Payment Reports showing where supplier Payment Term discounts are taken: For FY2013 and Year-to-date FY2014			
9 List of Small/Minority/Women-owned/Veteran-owned suppliers and codes used to identify them in the data files (if codes exist)			
10 Current organizational chart			
11 Procurement Department budget (line-item, including FTEs)			
12 Current PO processing cycle times (in days--if available)			
13 Current cycle time for completing RFP Process (sometimes called the contracting process)			
14 Existing process manuals for (Spend Analysis, Strategic Sourcing/Contracting, Purchase Order Processing, Supplier Management, Contract Management, Master Data Management)			
15 Existing process maps for (Spend Analysis, Strategic Sourcing/Contracting, Purchase Order Processing, Supplier Management, Contract Management, Master Data Management)			

Data Request	Submitted (Y/N)	N/A or Limited	Comments
<b>Academic Programs and Classroom Utilization</b>			
1 Course schedules (sections) for major academic terms dating back 3+ years. Ad Astra can pull this from the Astra Schedule application (for U of I and UNI) and from ISU's SIS if provided read access).			
2 Academic facilities data including room types, key room features, room ownership and capacity. Ad Astra can pull this from the Astra Schedule application (for U of I and UNI) and from ISU's SIS if provided read access).			
<b><u>Academic Program Background</u></b>			
3 Organizational charts			
4 College catalog			
5 Annual reports			
6 Accreditation site visit reports			
<b><u>Academic Program Profiles</u></b>			
7 Program review reports			
8 Program enrollment (fall and spring terms for past 3 years)			
9 Average course size (fall and spring terms for past 3 years)			
10 Degrees awarded (past 3 years)			
11 Certificates awarded (past 3 years)			
12 Student satisfaction survey results			
<b><u>Faculty and Staff Profile, by college/school, department, and academic program/discipline</u></b>			
13 Full-time faculty			
14 Adjunct faculty			
15 Full-time equivalent faculty (FTEF) by program			
16 Non-academic (classified staff) positions			
17 Unclassified staff positions			
18 Faculty service on departmental, college/school, and university committees and related release time			
19 Dean to chairs ratios			
20 Dean to FTEF ratios			
21 Chairs to FTEF ratios			
<b><u>Student Profile</u></b>			
22 Student enrollment, by college/school, department, and academic program/discipline, indicating headcount and FTE			
23 Student learning outcomes, by college/school, department, and academic program/discipline			
<b><u>Course Profiles</u></b>			
24 Number of courses offered per term by time of day, with notation of cancellations for last 3 years			
25 Average class size per course by time of day (am, afternoon, evening)			
26 FTES/FTEF by program			
27 Demand/wait list measure			
28 FTEF Fulltime/FTEF Adjunct by program			
29 Persistence rate (for course sequences)			
30 Efficiency ratios			
<b><u>Program Achievements</u></b>			
31 Awards and recognitions			
32 Special activities, events, and collaborations			
33 Programs and courses developed			
<b><u>Trend Analyses</u></b>			
34 Professional/curricular challenges and opportunities			
35 Pedagogical challenges and opportunities			
36 Research challenges and opportunities			
37 Technology challenges and opportunities			
<b><u>Department/discipline goals and initiatives</u></b>			
38 Development of new courses and programs			
39 Student success enhancements			
40 Projected professional development activities			
41 Research activities and opportunities			
42 Scheduling changes			
43 Planned responses to student learning outcomes assessments			
<b><u>Academic Program Financials</u></b>			
44 Budgets			
45 Major grants			
46 Fundraising outcomes			
47 Performance metrics for monitoring/measuring performance			
48 List of external vendors used and services they provide			
49 Other relevant documents and data			

Data Request	Submitted (Y/N)	N/A or Limited	Comments
<b>Research</b>			
1 Overview of core services provided			
2 List and overview of all technology tools used to support the work of the function			
3 Costs to support research technology-related systems by function (e.g. transaction processing, budgeting, accounts payable)			
4 List / description of key metrics currently tracked, with example reports provided			
5 Organizational charts for Sponsored Research, including FTE count			
6 FTE count of all staff supporting the research function (pre and post award - includes departmental level support staff)			
7 Policies and procedures			
8 List and description of governance structures in place (relevant committees, etc.)			
9 List of decentralized personnel (including departmental grant administrators). Include departments to which they report.			
10 List of recent process improvement projects			
11 Description list of shared services provided (if applicable)			
12 Existing process flows or diagrams			
13 Number of staff supporting grants and proposals by school/department			
14 Total number of Principal Investigators, by school, FY 13			
15 Total Grant Expenditure, by school, FY 13			
16 Research Volume per school, in number of dollars and in number of proposals, FY 13			
17 Data on proposal success rates			
18 List of external vendors used and services they provide			
19 Training programs for Principal Investigators and Grant Administrators			
<b>Facility Operations, Maintenance, and Construction</b>			
1 Description/overview of core services provided			
2 Capital projects portfolio information			
3 List of the buildings in each University including the following information: Date built; Date renovated, if any; Primary usage (e.g., classroom, lab, office); Square footage (gross and net assignable); Number of users – students, teachers, other staff; Owned or leased?			
4 If the university leases facilities, is a standard contract/agreement used? Please provide copies of all lease contracts/agreements with providers comprising more than 250,000 square feet			
5 Detailed list of the costs for Facilities Operations, Maintenance and Construction at each University. Budget for the current and next year			
6 List of the number of facilities personnel by role providing all services at each University			
7 List of all the vendors/service providers that provide facilities planning, operations, and maintenance at each University along with the services provided, dollars spent annually for the last two complete years – i.e. two data sets, one for each year			
8 Is a standard contract/agreement used with "major" vendors/service providers? Please provide copies of contracts/agreements with vendors/service providers comprising more than 2% of total vendor spend			
9 All service level agreements used both internally within the university, and with vendors/service providers			
10 What equipment maintenance data is maintained, and where is it collected? Please provide the data for two full years (by year), if possible			
11 What system is used to schedule maintenance?			
12 List / description of all metrics currently tracked, and note which are considered Critical Performance Indicators and Key Performance Indicators. Provide example reports and note which system generates each report. Include vendor/service provider generated metrics, performance indicators and reports that each University utilizes			
13 Please provide the above metrics for space development and utilization as well			
14 Detailed list of equipment used for Facilities Operations, Maintenance and Construction (e.g., boilers, chillers, motors) at each University			
15 All forms (e.g. construction authorization, expense authorization)			
16 All policies and procedures			

Data Request	Submitted (Y/N)	N/A or Limited	Comments
<ul style="list-style-type: none"> <li>17 List and description of governance structures/organizations in place (relevant committees, etc.) for University employees and external vendors. Spend authorization process and list of spend approval limits (e.g. Facility Manager authorized to approve individual expenses up to \$5,000)</li> <li>18 Process maps, if documented (e.g., maintenance, work requests, approval)</li> <li>19 List of decentralized personnel (if any). Include departments to which they report.</li> <li>20 List of recent process improvement projects</li> <li>21 Description of shared services provided (if applicable)</li> <li>22 All organizational charts in this area</li> <li>23 Other relevant documents and data</li> </ul>			
<b>Auxiliaries – Residence Services, Athletics, Parking and Transportation Enterprises, Utility Systems and Student Unions</b>			
<ul style="list-style-type: none"> <li>1 Overview of core services provided</li> <li>2 Detailed list of the costs for each Auxiliary at each University. Budget for the current and next year</li> <li>3 List of the number of personnel by role providing all services at each University</li> <li>4 List of all the vendors/service providers that provide each Auxiliary at each University along with the services provided, dollars spent annually for the last two complete years – i.e. two data sets, one for each year</li> <li>5 Is a standard contract/agreement used with "major" vendors/service providers? Please provide copies of contracts/agreements with vendors/service providers comprising more than 2% of total vendor spend</li> <li>6 All service level agreements used both internally within the university, and with vendors/service providers</li> <li>7 List / description of all metrics currently tracked, and note which are considered Critical Performance Indicators and Key Performance</li> <li>8 Process maps, if documented (e.g., expenditure approval)</li> <li>9 List of decentralized personnel (if any). Include departments to which they report.</li> <li>10 List of recent process improvement projects</li> <li>11 Description of shared services provided/received (if applicable)</li> <li>12 All organizational charts in this area</li> <li>13 Capacity utilization for each auxiliary</li> <li>14 All policies and procedures</li> <li>15 List and description of governance structures/organizations in place (relevant committees, etc.) for University employees and external vendors. Spend authorization process and list of spend approval limits (e.g., Manager authorized to approve individual expenses up to \$5,000)</li> <li>16 Description of vendor management organization (if applicable)</li> <li>17 Description of performance management governance for external vendors (if applicable)</li> <li>18 Other relevant documents and data</li> </ul>			
<b>Communications</b>			
At the Board and University Level:			
<ul style="list-style-type: none"> <li>1 List of audience/stakeholder groups that are currently communicated with</li> <li>2 List of where/how information is communicated. What are the communications methods/vehicles they are currently using with that group (email, websites, live/meetings, social media, paper mail, posters, conference calls, carrier)</li> <li>3 Frequency of any regularly scheduled communications (i.e., newsletters, town halls, board meetings)</li> </ul>			